

Original Article

Organizational Commitment, Talent Management, and Turnover Intention in Multi-Purpose Cooperatives

Jona Mae Bigay-Nuyda

Author Information:

Baao Parish Multi-Purpose Cooperative,
Baao, Camarines Sur, Philippines

Camarines Sur Polytechnic Colleges,
Nabua, Camarines Sur, Philippines

Correspondence:
jonuyda@cspc.edu.ph

Article History:

Date received: January 7, 2026
Date revised: January 30, 2026
Date accepted: February 12, 2026

Recommended citation:

Bigay-Nuyda, J.M. (2026). Organizational commitment, talent management, and turnover intention in Multi-Purpose Cooperatives. *Journal of Interdisciplinary Perspectives*, 4(3), 123-131.
<https://doi.org/10.69569/jip.2026.020>

Abstract. The paper focused on the connections between talent management practices, organizational commitment, and turnover intention in multi-purpose cooperatives, which fulfills a significant shortcoming in the cooperative-based human resource literature. In particular, it examines how talent management practices affect organizational commitment, how organizational commitment affects turnover intention, and how organizational commitment mediates the relationship between talent management and turnover intention. A concurrent triangulation mixed-methods design was used, with 290 employees from seven large multi-purpose cooperatives in the Bicol Region participating in the study. Structured surveys were used to collect quantitative data, which were analyzed using Structural Equation Modelling (SEM), and the quantitative findings were supported by qualitative interviews. Findings show that talent management practices have a strong positive influence on organizational commitment ($r = 0.19$), which in turn has a strong negative influence on turnover intention ($\lambda = -0.15$). Organizational commitment was found to mediate the relationship between talent management practices and turnover intention, indicating an indirect effect in which talent management influences employee retention. The initial reason for employee retention is based on factors such as accessibility, remuneration, and working conditions. The greater the perception of equity in rewards and recognition, the stronger organizational commitment forms, thereby affirming that employees feel valued by the cooperative. This loyalty is sustained over the long term by providing ongoing training and development for employees, thereby strengthening their commitment to the organization and making it harder to leave. Overall, the results highlight the importance of commitment-based human resource practices in promoting employee retention in multi-purpose cooperatives. Cooperative organizations can reduce turnover intention and enhance workforce stability by incorporating talent management strategies that foster organizational commitment.

Keywords: Commitment; Cooperatives; Structural Equation Modeling; Talent management; Turnover intention.

The capacity of organizations to recruit, nurture, and retain talented human capital has taken center stage in organizational performance within today's highly competitive and dynamic environment. Talent management practices—including recruitment, training and development, performance appraisal, career planning, and reward systems—are widely recognized as strategic human resource functions designed to

strengthen organizational capability (Sinisterra, Peñalver, & Salanova, 2024). Research indicates that when these practices are effectively implemented, they not only enhance employee competencies but also influence critical work-related attitudes and behaviors, particularly organizational commitment and turnover intention (Sinisterra et al., 2024). Despite their acknowledged importance, existing literature shows conceptual vagueness about how talent management practices affect employees' psychological commitment and turnover intentions, especially in cooperative organizational structures, where member-based values and democratic leadership may alter these relationships.

Organizational commitment refers to the psychological state that reflects an employee's emotional attachment to the organization, loyalty, and willingness to contribute to organizational goals. It has long been identified as an important predictor of employee retention and turnover behavior. Across various organizational settings, higher levels of organizational commitment are consistently associated with lower turnover intentions, underscoring its role in mitigating employee attrition (Liu, 2022). However, the influence of organizational commitment on retention has not been sufficiently examined in cooperative settings, where shared values and collective identity may further shape employee engagement and attachment (Ando et al., 2022). Turnover intention, defined as an employee's conscious and deliberate intention to leave an organization, remains a critical concern due to its significant cost implications for organizational performance, knowledge continuity, and long-term development (Mokoena et al., 2022).

Existing literature has also examined the direct relationship between talent management practices and organizational commitment, providing evidence that effective talent development systems can strengthen employees' sense of belonging and attachment to the organization (Mishra, 2025). Similarly, empirical studies demonstrate that well-designed talent management practices are negatively associated with turnover intention, as employees who experience positive human resource practices and development opportunities are less likely to consider leaving (Supi et al., 2023; Tadesse & Goyal, 2024). However, the mediating role of organizational commitment in these relationships has not been sufficiently explored. While some studies suggest that organizational commitment mediates the effects of HR practices on turnover intention—positioning it as a critical link between organizational strategies and employee outcomes—this mediating influence has been examined inconsistently across sectors (Moreira et al., 2024).

Moreover, literature focusing specifically on cooperative enterprises, particularly multi-purpose cooperatives characterized by both economic objectives and community-oriented value systems, remains limited. Existing cooperative research has largely emphasized general human resource development and employee attitudes, often overlooking the interrelationships among structured talent management systems, organizational commitment, and turnover intention (Voigt & Oelsnitz, 2024). This gap is notable given that cooperatives operate under distinct governance structures and rely on member-based workforces, which may shape employees' perceptions of HR practices, commitment, and turnover behavior differently from those in investor-owned firms.

Taken together, these gaps indicate that although talent management practices, organizational commitment, and turnover intention have been examined independently across various organizational contexts, empirical evidence explaining how these constructs interact within multi-purpose cooperatives remains limited. In particular, there is a lack of studies that simultaneously examine whether organizational commitment not only relates to talent management practices and turnover intention but also mediates the relationship between these two variables—an issue with important theoretical and practical implications for cooperative human resource management.

Accordingly, this study aims to examine the relationships among talent management practices, organizational commitment, and turnover intention in multi-purpose cooperatives. Specifically, it investigates whether systematic talent management efforts—such as employee development, performance management, and succession planning—enhance employees' organizational commitment and, in turn, reduce their intention to leave. By clarifying the mediating role of organizational commitment, the study provides empirical evidence for the cooperative human resource management and organizational behavior literature. Furthermore, the findings are expected to provide practical insights for cooperative leaders and HR practitioners in designing commitment-oriented talent management strategies that promote employee retention, workforce stability, and long-term organizational sustainability.

Methodology

Research Design

The research design adopted in this study was a Concurrent Triangulation Mixed Methods Research Design, which combines quantitative and qualitative methods to address the study's objectives fully. The design separated quantitative and qualitative data for collection and analysis, but each data strand was given equal weight. The method was suitable for studying the association between talent management practices and organizational commitment and turnover intention. This specific method allows learning about the contextual and experiential aspects of relationships within multi-purpose cooperatives.

Participants and Sampling Technique

The sample population consisted of regular employees of compliant large multi-purpose cooperatives in the Bicol Region, as reported by the Cooperative Development Authority (CDA) as of December 31, 2024. Inclusion criteria were that the participants should have at least one (1) year of uninterrupted working experience so that they are well exposed to the talent management practices and retention programs in organizations. In the qualitative stage, CEOs, General Managers, HR officers, and selected employees were purposively sampled for their close involvement in talent development and human resource management.

The required sample size of 290 respondents was obtained using the Cochran formula, which employs a finite population correction, a 95% confidence level, and a 5% margin of error, based on a total population of 572 employees across seven cooperatives. Proportional random sampling was used to ensure fair representation of each cooperative. The employee list was coded in Excel, and random numbers were assigned using the RAND function. The list was sorted to select respondents at random. The sampling strategy ensured a uniform selection probability and improved the generalizability of the quantitative results, particularly for SEM analysis.

Research Instrument

The research instruments used in this study employed a quantitative and qualitative design, as it corresponds to its Concurrent Triangulation Mixed Methods Design. Quantitative data on talent management practices, organizational commitment, and turnover intention among employees in multipurpose cooperatives in the Bicol Region were collected through a survey. To complement the survey, a semi-structured interview guide was applied to develop qualitative information that would put the quantitative results in context and explain them. Such a combination enabled methodological triangulation, which increased the study's validity, depth, and completeness.

Survey Questionnaire

The main quantitative tool was a structured survey questionnaire distributed via Google Forms to assess the accessibility and efficiency of multipurpose cooperatives in the Bicol Region. The pen-and-paper version was also available on request for respondents with limited internet access. The survey was used to evaluate three main constructs: Talent Management Practices, Organizational Commitment, and Turnover Intention. Organizational commitment was measured using questionnaire items based on the Three-Component Model developed by Meyer and Allen (1991), including affective, continuance, and normative commitment. To be contextually relevant, the wording was changed to include the term "organization" by substituting it with "co-operative," and the text was checked against the existing literature on commitment and organizational effectiveness. The items in the Talent Management Practices were based on Sharma and Rathore (2020) and included talent development, performance management, and retention strategies. Each survey variable was rated on a four-point Likert scale, with strong disagreement/strong agreement options, to enable respondents to make explicit evaluation judgments.

Interview Guide

The qualitative tool was a semi-structured interview guide designed to deepen insight into the relationship examined in the quantitative stage. The interview guide was designed by the author, drawing on traditional qualitative research designs (Kvale & Brinkmann, 2015; Patton, 2015; Creswell & Poth, 2018), and was divided into thematic topics aligned with the study's variables and research questions. A section of the participant profile was used to initiate the interview and ensure that contextual details were gathered, including position, years of service, and participation in talent management or employee development. Later sections covered talent development programs, more general talent management programs (such as performance appraisal, rewards, and feedback systems), organisational commitment, turnover, and retention experience. The works by Sharma and Rathore (2020) and Alrowwad et al. (2019) informed the questions, thereby achieving theoretical and empirical

alignment. Reflective questions were used to elicit reflective responses, giving respondents a chance to share their ideas on organizational practices and how to improve them.

Integration of Quantitative and Qualitative Instruments

The questionnaire survey and interview guide were designed to complement each other, combining quantitative breadth and qualitative depth. Although the survey provided quantifiable trends in relationships among the constructs of interest, the interviews provided context on how and why those relationships existed. This facilitated the use of a Concurrent Triangulation Mixed Methods Design, as it would cross-validate the results and enhance interpretive validity.

Validation and Reliability of Instruments

To achieve validity, the survey questionnaire and interview guide were also subject to a review by a panel of experts and the research adviser, who tested the relevance, clarity, and suitability of the instruments to the study objectives and conceptual framework. They were revised based on their feedback to narrow the wording of items and remove any ambiguity. Face validity, content clarity, and usability were evaluated through a pilot test conducted with 19 employees of large multipurpose cooperatives not included in the study sample. Further refinements were based on pilot participants' responses. The reliability test produced Cronbach's alpha coefficients ranging from 0.862 to 0.963, indicating high to excellent internal consistency (George & Mallery, 2003). These findings demonstrate that the instruments can be reliably used to measure the intended constructs and in structural equation modeling and mixed-methods analysis.

Data Gathering Procedure

The data collection involved the following stages. Before data collection, consent was obtained from the academic authorities and the participating cooperatives. The researcher officially liaised with the CDA Regional Office V to determine the number of cooperatives eligible and obtained written consent from cooperative management. Online questionnaires distributed to randomly selected employees were used to collect quantitative data, and printed questionnaires were provided upon request. The respondents had time to complete the questionnaire, and engagement with HRs helped ensure a high response rate. The qualitative data were gathered through structured face-to-face interviews with the selected staff and management who agreed to participate in the research. The interviews were conducted in cooperative offices, recorded, and, with participants' consent, transcribed into high-speed field notes. The purpose of these interviews was to put the statistical relationships identified during the quantitative phase into context and to deepen understanding of them.

Data Analysis Procedure

Quantitative data were analyzed and encoded using descriptive and multivariate statistical methods. Respondent demographics and perceptions were summarized using descriptive statistics (frequencies, percentages, and means). To address Objectives 1, 2, and 3, Structural Equation Modeling (SEM) was used to test the hypothesized relationships among talent management practices, organizational commitment, and turnover intention, with or without the intermediary role of organizational commitment. SEM analysis evaluated the measurement model for construct validity and reliability and tested the structural model to examine direct and indirect effects. Model fit indices were reviewed to assess the adequacy of the proposed model. Cronbach's alpha was used to assess reliability, and factor loadings and inter-construct relationships were used to assess construct validity.

Qualitative data were prepared by transcribing, coding, and analyzing themes. The validity of the results was supported by themes that explained and contextualized the SEM findings regarding methodological triangulation. Moreover, to assess the sufficiency of the measurement and structural models, various goodness-of-fit measures were used in accordance with standard structural equation modeling guidelines. To determine how the proposed model had improved on the null model, incremental fit indices, such as Comparative Fit Index (CFI), Tucker Lewis Index (TLI), Bentler Bonett Non-Normed Fit Index (NNFI), Relative Noncentrality Index (RNI), Normed Fit Index (NFI), Relative Fit Index (RFI), Incremental Fit Index (IFI) were used. Additionally, the Parsimony Normed Fit Index (PNFI) was used to assess model complexity and parsimony. These indices have been chosen because they combine a thorough assessment of model fit and are generally recommended in the SEM literature, especially for social research involving complex latent constructs.

Ethical Considerations

During the research, ethical standards were followed closely. The researcher secured approval from the

institutional ethics board after submitting the necessary documents for data collection. After securing approval from the institutional ethics board, the researcher submitted the necessary documents regarding the identified cooperatives in Bicol. The cooperatives were told that participation was voluntary, and informed consent was obtained from all respondents before data collection. The participants were informed of the study's purpose and procedures, and they were told they had the right to withdraw at any time without penalty.

Data and reports did not contain any identifying information, which guaranteed confidentiality and anonymity. The information was stored securely and accessed only by the researcher. Access to participants' and organizational data was ensured by obtaining permission from the cooperating management and adhering to data privacy rules.

Results and Discussion

Fit Indices and Reliability

Table 1 in this paper indicates a reasonable degree of model fit. In general, the measurement model provides a fairly good description of the observed data. The findings support the claim that the mentioned constructs, such as organizational commitment, talent development and management, and turnover intention, were measured well enough, and the model can be further subjected to a structural analysis in multipurpose cooperatives.

Table 1. *Fit Indices Results*

	Model
Comparative Fit Index (CFI)	0.871
Tucker-Lewis Index (TLI)	0.841
Bentler-Bonett Non-normed Fit Index (NNFI)	0.841
Relative Noncentrality Index (RNI)	0.871
Bentler-Bonett Normed Fit Index (NFI)	0.859
Bollen's Relative Fit Index (RFI)	0.827
Bollen's Incremental Fit Index (IFI)	0.871
Parsimony Normed Fit Index (PNFI)	0.699

Table 2 shows that the constructs exhibit high internal consistency and convergent validity. The alpha (α), which ranges from 0.862 to 0.963, exceeds the 0.70 threshold, indicating high reliability for the measurement scales. Similarly, the composite reliability coefficients (ω_1 – ω_3) are all over 0.80, indicating that the indicators in question have a stable ability to measure their latent variables. The values of the Average Variance Extracted (AVE) of 0.656 to 0.872 are much higher than the stipulated threshold of 0.50, and this implies that each construct accounts for a significant amount of variance in its indicators. Overall, these findings support the idea that the constructs Level of Commitment (LOC), Turnover Intention (TOI), and Talent Management Practices (TMP) are good and valid indicators, which demonstrates the strength of the measurement model in the context of the investigation of multipurpose cooperatives.

Table 2. *Reliability of Indices*

Variable	α	ω_1	ω_2	ω_3	AVE
LOC	0.862	0.851	0.851	0.831	0.656
TOI	0.96	0.956	0.956	0.928	0.761
TMP	0.963	0.965	0.965	0.967	0.872

Structural Model

Findings from the structural model indicate the direction and strength of the relationships among the three latent constructs: Turnover Intention (TOI), Level of Commitment (LOC), and Talent Management Practices (TMP). Therefore, all hypothesized paths were statistically significant. Overall, the findings support the hypothetical model, indicating that the positive effect of Talent Management Practices (TMP) on Organizational Commitment (LOC) reduces employees' Turnover Intention (TOI). Employees in organizations that invest in clear growth pathways, fair performance assessments, and integrated succession planning report greater affective and normative commitment, which is strongly associated with a lower intent to leave.

From an integrative perspective, this finding indicates that employees' behavioral intentions are influenced by their perceptions of organizational behaviors as signifiers of support, fairness, and long-term relationships. Consistently applied and perceived as fair, talent management practices seem to reinforce employees' psychological contract, making them feel obliged to the cooperative as well. In this regard, the decline in turnover

intention does not simply reflect a response to material rewards; rather, it reflects attitudes toward the perceived quality of the employment relationship. In cooperatives, especially where member relationships and accountability are more valued, perceptions of talent investment enhance returns, increasing employees' commitment to stay and work over time. This meaning makes talent management a relationship-based approach that aligns personal ambitions with the organization's continuity, rather than an administrative human resources practice.

The results also confirm other theoretical approaches, such as Social Exchange Theory and Human Capital Theory, which highlight that employees can repay the organization's investment through loyalty and continued membership. Within the framework of cooperation, where mutual trust, common values, and joint involvement are key principles, talent management is a potent tool for enhancing work mobility. By integrating TMP into organizational operations, the cooperatives will be able to develop a loyal workforce, reduce turnover pressure, and improve organizational sustainability in the long run.

Table 2. Summary of Structural Model Results

Variable 1	Variable 2	Estimate	SE	95% Confidence Intervals		β	z	P
				Lower	Upper			
TOI	LOC	-0.1187	0.01772	-0.15343	-0.084	-0.4983	-6.7	<.001
TOI	TMP	-0.1454	0.02194	-0.18841	-0.1024	-0.475	-6.63	<.001
LOC	TMP	0.18536	0.02021	0.14575	0.225	0.7317	9.17	<.001

Structural Equation Model

Taken together, the SEM results indicate that organizational commitment partially mediates the relationship between talent management practices and turnover intention in multipurpose cooperatives. Although TMP has a small yet noticeable direct impact on employees' intention to leave, it has a greater impact on turnover intention by fostering commitment, which, in turn, drives turnover intention. This trend indicates that talent management programs are not simply about addressing the short-term problem of retention; they also shape employees' psychological attachment and feelings of long-term congruity with the cooperative. The high loadings of the factors across all constructs once again underscore the strength of the measurement model, show that the latent variables the measure captures are well represented by their indicators, and lend credence to the observed structural relationships.

The results are validated by Ashraf et al. (2023), who showed a significant association between organizational commitment and the link between HR practices and employees' intention to leave the job. Also, the results show that Organizational commitment partially mediates the relationship between Talent Management Practices and Turnover Intention, supporting Meyers and Allen's Three-Component Model of Organizational commitment and Social exchange theory, which argues that organizational investment in employee development and well-being enhances commitment and reduces turnover intention.

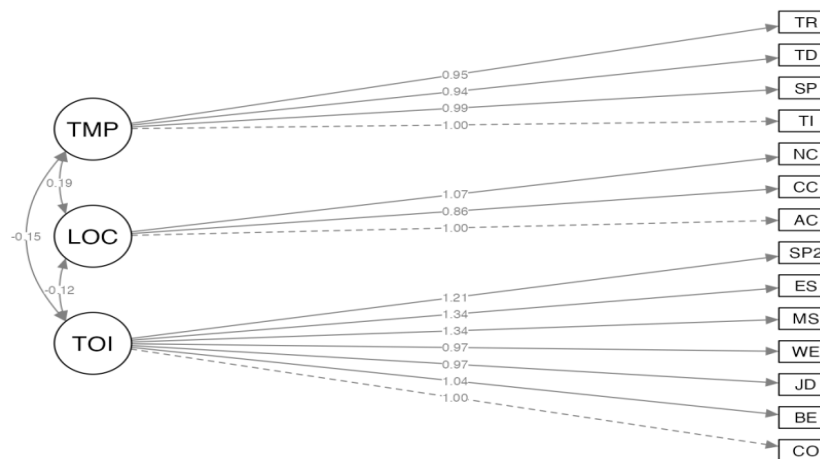


Figure 1. Structural Equation Model Result

Talent Management Practices and Organizational Commitment

It was revealed that the Level of Organizational Commitment (LOC) is positively and significantly influenced by the Talent Management Practices (TMP) (0.19). This result indicates that properly deployed talent management systems, including employee development, performance assessment, and succession planning, increase employees' dedication to their cooperative. In the case of multipurpose cooperatives, those who view themselves as having equal opportunities to grow, be recognized, and advance are more likely to have a stronger emotional attachment to and loyalty to the organization. An environment of trust and involvement is created through effective talent management, which reinforces employees' sense that the cooperative takes their contributions and professional growth seriously. In terms of thematic interpretation, that was gathered during the interview phase of the study, this supports the notion of practical commitment as a consequence of accessibility and convenience: as one respondent argued that *"...already on their comfort zone, so, despite implementing Job Rotation even there is an additional allowance, relocation allowance, they rather resign or stay..."* this further justifies that employees are more committed when they perceive organizational practices as accessible, fair, and aligned with their personal development goals.

The findings also support the study of Muzammil et al. (2025), which argues that the use of talent development programs, which are backed by a favorable organizational culture, leads to increased competitiveness in institutions of higher learning, creates trust and involvement among nurses, and therefore, makes them more confident in the institution to appreciate their inputs and professional development. More particularly, this finding aligns with Meyer and Allen's (1997) finding that organizational commitment is enhanced when employees experience personal and professional fulfillment in the organization.

Organizational Commitment and Turnover Intention

The Organizational Commitment (LOC) was negatively associated with Turnover Intention (TOI). This shows that greater organizational commitment is associated with lower turnover intentions to leave the cooperative. Employees' emotions, identification with the organization, and moral obligation to stay in it make them less likely to consider external employment opportunities. Thematic analysis suggests that this relationship is rooted in employees' perception of reciprocity: as respondents stated that, *"...actually, it is all about salary packages. Because whatever environment we have, when the salary is not sufficient, employees will leave..."* while another respondent argued that, *"Competitive salaries and wages are already given. I believe that employees they are also considering good working environment..."*. Another respondent stated that *"while here at CANDEVCO, although our basic salary is not that high, we give monthly incentives aside from the monthly benefits when they attain 100% targets."* When they feel supported and valued, they reciprocate with loyalty and sustained engagement, reflecting the theme of organizational commitment.

This result aligns with the literature (Meyer & Herscovitch, 2001), suggesting that organizational commitment serves as a stabilizer in employment relations, reducing voluntary turnover by fostering psychological attachment. Moreover, Abbas and Ahmed (2023) postulate that effective employee commitment fosters emotional attachment and identification with organizational objectives, reducing the likelihood that employees seek external job opportunities. This bond fosters loyalty and a sense of belonging, which ultimately benefits the establishment by sustaining continuity of service, institutional knowledge, and member satisfaction.

Organizational Commitment, Talent Management Practices, and Turnover Intentions

The overall findings of the combined quantitative and qualitative studies indicate that organizational commitment is a powerful mediating variable between talent management practices and employees' turnover intention. The mediation pathway indicates that core talent practices are quantitatively relevant to improving affective and normative commitment, which, in turn, reduces employee turnover intentions. This is supported by qualitative results that indicate three key trends: first, *practical commitment as a consequence of accessibility and convenience*, as workers will stay with the cooperative as long as rewards are appropriate, which is followed by *organizational commitment*, as employees are made to believe they are valued when the rewards are fair, and to third, *sustained loyalty through training and development opportunities*, which is in line with the significant quantitative impact of talent development on commitment. The merging of participants' numbers and stories shows that commitment is not enhanced by compensation alone, but by a sense of organizational care that incorporates practical benefits, equity, and developmental points that matter. When combined, the two datasets confirm that talent management reduces turnover intention primarily by increasing emotional attachment, loyalty, and perceived organizational support.

The combined results also show that organizational commitment acts as a buffer against turnover intention in situations involving career uncertainty, restricted growth opportunities, or moderate engagement. The quantitative findings indicate strong mediation, but the qualitative stories allow deeper exploration, showing how commitment brings psychological stability in moments of constrained organizational environments. Participants explained why they stayed with their cooperative despite the difficulties because they felt understood, involved, and encouraged- the Social Exchange Theory in action. These observations resonate with Puspasari et al. (2025), who also found that leadership has an indirect effect on turnover through commitment, highlighting the relational, rather than necessarily economic, nature of retention. The combined evidence provides some support for a partial or full mediation model in which talent management affects turnover primarily through organizational commitment, suggesting that more effective developmental and relationship strategies are better retention levers than financial incentives alone.

Joint Interpretation of SEM Results and Thematic Findings

The quantitative and qualitative results of this research exhibit a high level of agreement, according to a concurrent triangulation mixed methods perspective, supporting the validity of the conclusions. The qualitative data reflect these statistical trends: the most common aspects mentioned by participants were opportunities for training, career growth, incentives, equitable performance assessment, and enabling leadership, which were associated with longer tenure and reduced turnover intentions. Employees' narratives illustrate that the formal talent system is viewed as a sign of organizational backing and long-term investment, thereby strengthening affective and normative commitment. This intersection shows that the statistical connections are grounded in employees' lived experiences and perceptions, adding explanatory depth to the numbers.

Simultaneously, the synthesis of results highlights that commitment aligns with practical needs, including salary sufficiency, incentives, workload, and proximity to the workplace. One respondent noted that positive organizational climate cannot compensate for insufficient pay, implying that commitment interacts with material factors to influence turnover. These findings show that talent management is most effective in reducing turnover when it addresses both psychological attachment and material expectations. Within the cooperative setting, where common values, trust, and relational responsibility are paramount, TMP functions as a relational and strategic investment that aligns individual aspirations with organizational sustainability. Consequently, sustainable retention in multipurpose cooperatives requires a balanced solution: institutionalized talent management systems that foster commitment, combined with fair pay and working conditions that reflect employees' real-life needs.

Conclusion

This research explains the strategic role of Talent Management Practices (TMP) in promoting organizational commitment and reducing turnover intention among employees working in multipurpose cooperatives. Talent identification, training and development, succession planning, and retention programs are just a few of the practices that improve employees' skills and instill a sense of value, trust, and long-term attachment to the organization. By enhancing professional development and rewards, TMP helps create a high level of emotional and normative commitment, which, in turn, facilitates workforce stability.

The results highlight that organizational commitment is an important mediating variable between TMP and turnover intention, and that material incentives determine not only employee retention but also the relational and psychological mechanisms of belongingness, recognition, and organizational support. This aligns with theories of organizational commitment and Social Exchange Theory, which note that investment in employees' well-being and development is repaid with loyalty and continued engagement. In practice, cooperative leaders should adopt inclusive talent management systems that include development opportunities, equitable performance appraisal, and active decision-making to enhance commitment and retention. Policy-wise, it may be necessary to implement guidelines or frameworks to ensure uniformity in talent management practices across cooperatives, thereby ensuring equitable access to training, career development, and rewards.

Future research could examine the long-term effects of specific TMP interventions on organizational performance, cross-cultural differences in cooperative situations, or other psychological and organizational mediators of turnover behavior. This type of research would broaden knowledge of human resource practices in mission-driven organizations and provide evidence-based advice on improving employee retention. To sum up, strategic talent management is a long-term solution to increased employee commitment and turnover, and to the long-term

viability and socio-economic value of multipurpose cooperatives.

Contributions of Authors

Author: conceptualization, data gathering, data analysis, and proposal writing

Funding

No external funding was involved in the study.

Conflict of Interests

No conflict of interest.

Acknowledgment

The researcher would like to acknowledge the following individuals, Mr. Nino P. Obrero who served as her adviser during the conduct of the study, Mr. Jeffrey Magistrado her Statistician, who helped her in arriving to substantial statistical data of the study, additionally the author wants to extend her heartfelt thanks to the Large Multi-Purpose Cooperatives in Bicol Region, Cooperative Development Authority, and Baao Multi-Purpose Cooperative who greatly helped her in realizing this endeavour.

References

- Abbas, R., & Ahmed, S. (2023). Heartstrings at work: Exploring catalysts and consequences of employee commitment. *International Journal of Business Reflections*. <https://doi.org/10.56249/ijbr.03.01.39>
- Ashraf, H.A., Iqbal, J., & Shah, S.I.U. (2023). Connecting the dots: How organizational commitment mediates the HR practices-turnover intention link. *International Journal of Management Research and Emerging Sciences*, 13(3). <https://doi.org/10.56536/ijmres.v13i3.515>
- Liu, Y. (2022). Organizational commitment and turnover intention: The mediating role of job satisfaction. *BMC Psychology*, 10(1), 1–11.
- Meyer, J., & Allen, N. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
- Mishra, P. (2025). Talent management practices and organizational commitment: Evidence from service sector organizations. *Advances in Economics, Business and Management Research*, 253, 205–212.
- Mokoena, S., Schultz, C., & Dachapalli, L.A. (2022). Talent management and employee retention: A systematic review. *SA Journal of Human Resource Management*, 20, a1920. <https://doi.org/10.4102/sajhrm.v20i0.1920>
- Moreira, A., Tomás, C., & Antunes, A. (2024). The mediating effect of affective commitment on the relationship between competence development and turnover intentions: Does this relationship depend on the employee's generation? *Administrative Sciences*, 14(5), 97. <https://doi.org/10.3390/admsci14050097>
- Muzammil, A., Mir, M.M., Tunio, M.K., & Jariko, M.A. (2025). Talent development as a tool to achieve competitive advantage through organizational culture: A moderation and mediated model to prove the relation. *Inverge Journal of Social Sciences*, 4(3), 36–52. <https://doi.org/10.63544/ijss.v4i3.142>
- Puspasari, E.N., Sofiah, D., & Ramadhani, H.S. (2025). The mediating role of organizational commitment in the relationship between transformational leadership and turnover intention among Generation Z. *International Journal of Research in Counseling*, 4(1), 23–32. <https://doi.org/10.70363/ijrc.v4i1.273>
- Sharma, S., & Rathore, S. (2020). Talent management practices and employee retention: Evidence from Indian organizations. *International Journal of Productivity and Performance Management*, 69(8), 1651–1670.
- Sinisterra, D., Peñalver, J., & Salanova, M. (2024). Talent management and organizational outcomes: A systematic review of the literature. *Journal of Work and Organizational Psychology*, 40(2), 67–82. <https://doi.org/10.5093/jwop2024a6>
- Tadesse, W.M., & Goyal, S. (2024). Talent management practices and employees' turnover intention: The role of affective commitment. *International Journal of Organizational Analysis*, 32(2), 415–431.
- Voigt, L., & von der Oelsnitz, D. (2024). A framework of HRM in cooperatives: A systematic literature review and future research agenda. *Journal of Co-operative Organization and Management*, 12(1), 100232. <https://doi.org/10.1016/j.jcom.2024.100232>
- Yildiz, B., Yildiz, H., & Ayaz Arda, Ö. (2024). The mediating role of organizational commitment in the relationship between human resource management practices and turnover intention. *Administrative Sciences*, 14(5), 97. <https://doi.org/10.3390/admsci14050097>
- Zamora, M.R., & Villanueva, R.L. (2022). Organizational commitment, job satisfaction, and performance of employees in cooperatives. *Asia Pacific Journal of Multidisciplinary Research*, 10(3), 45–54.